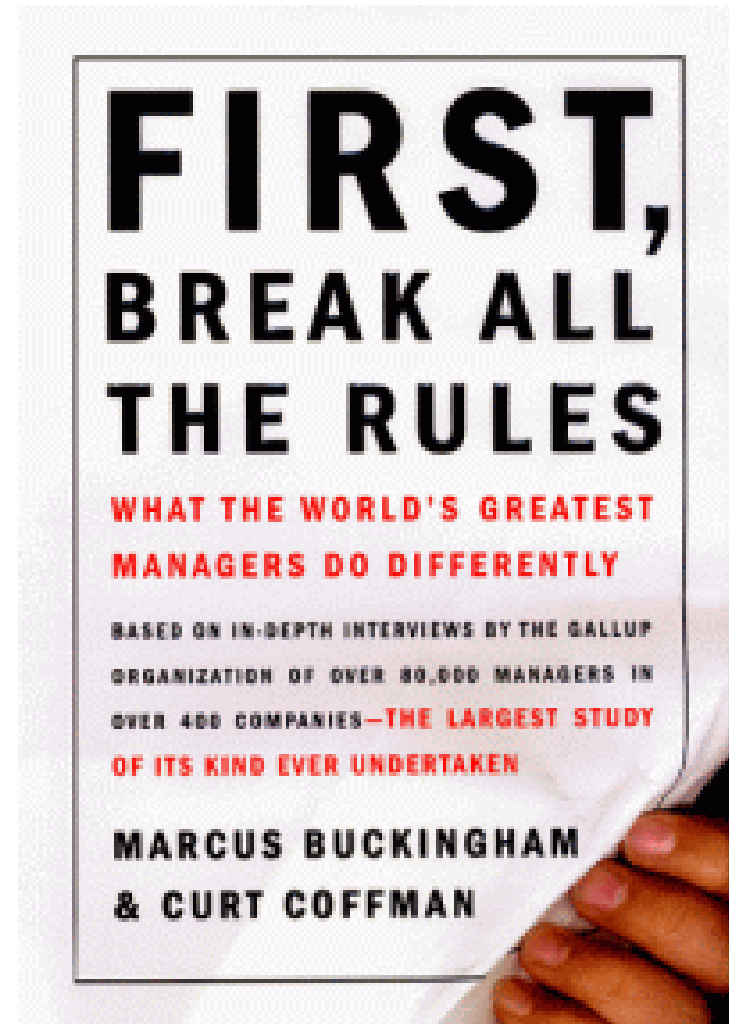
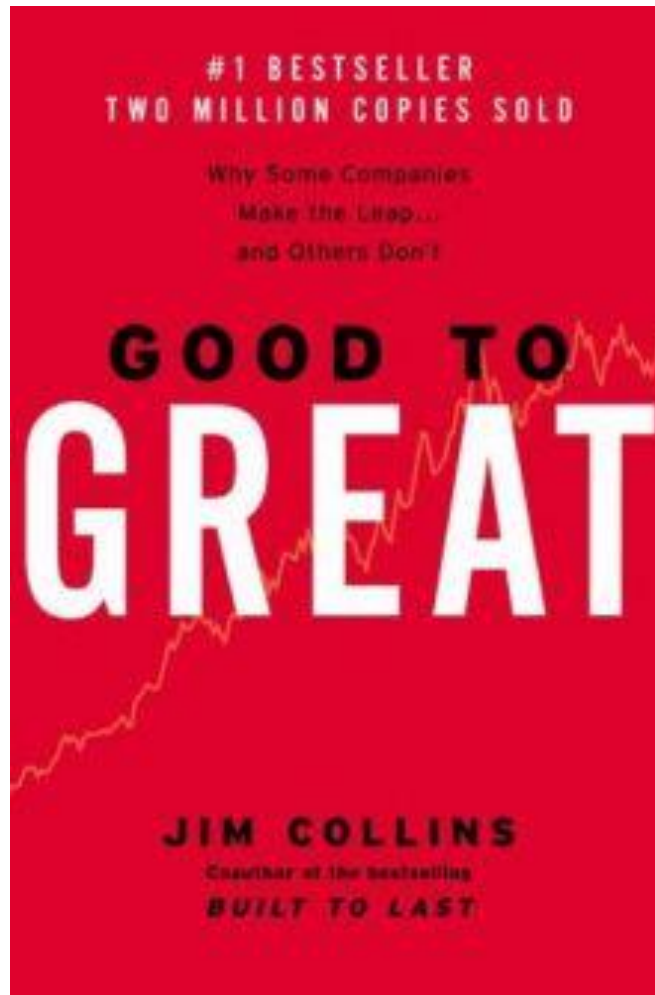


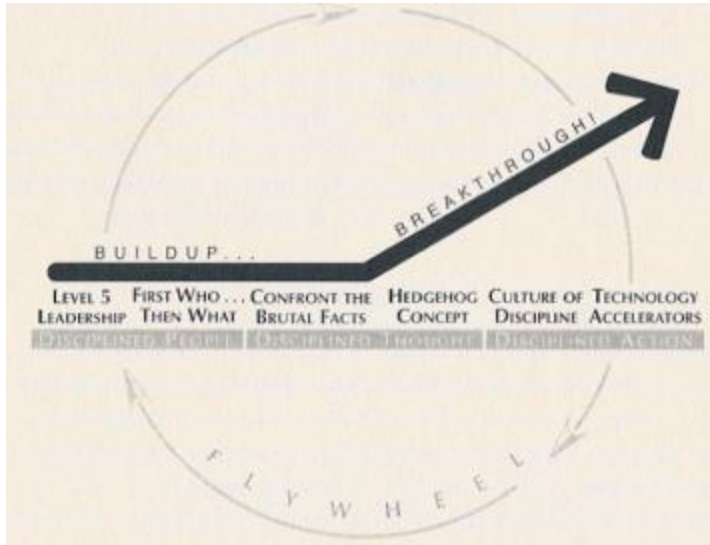
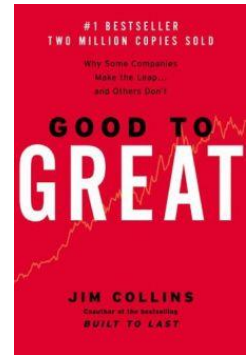
Lastly, I want to suggest some principles that can speed you to successful careers and happier lives



Two books I want to tell you about...I highly recommend reading them!

Good to Great, Jim Collins

<http://www.jimcollins.com/lab/hedgehog/p2.html>



Based on extensive research on how publicly traded companies transformed from good to great

Discovered many common traits of companies that went “good to great”
Some of them are:

“Level 5 Leader”—Humble and driven
People first, plans next

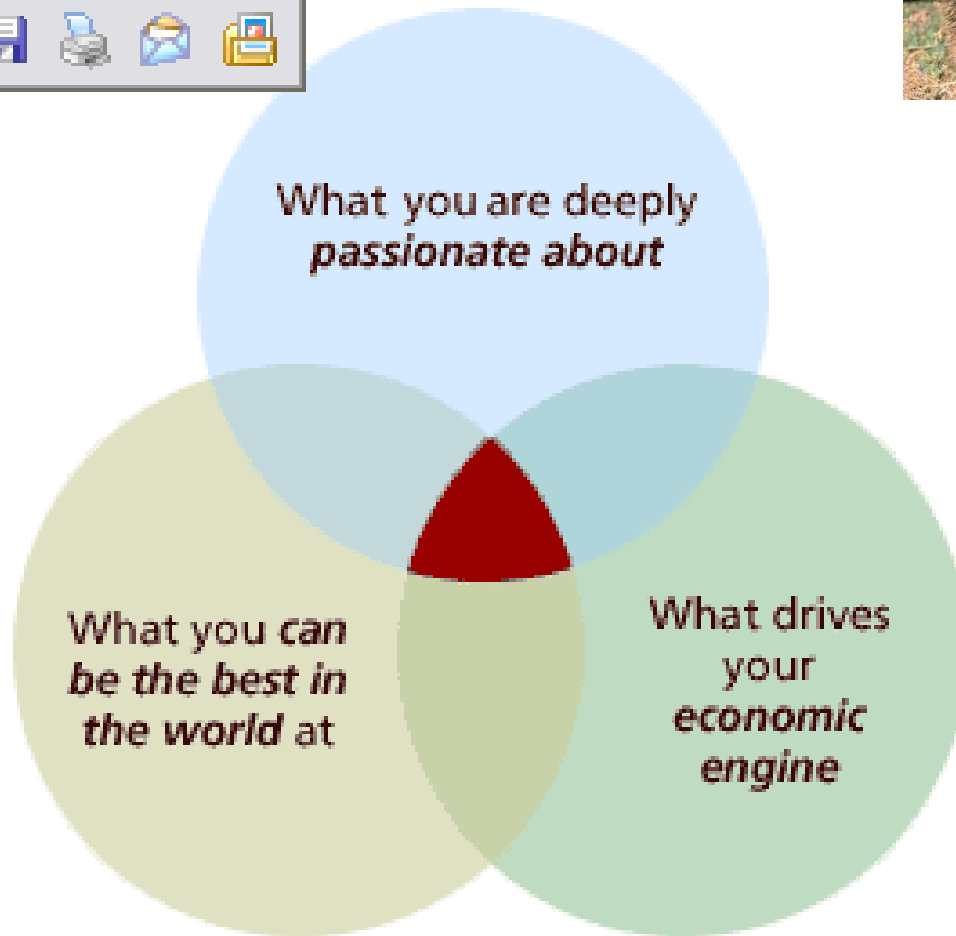
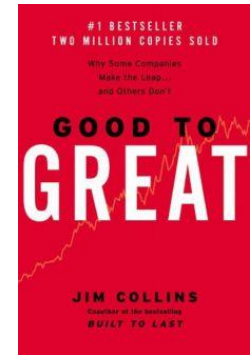
Brutally honest & optimistic

Hedgehog concept

Discipline

While the study was of companies, some of these principles are very applicable to our personal lives and careers.

The Hedgehog Concept



When you are thinking about your career or what you want to do in life, try weighing options with these three categories.

Can you realistically be “the best” in that endeavor?

Are you passionate, do you believe in it?

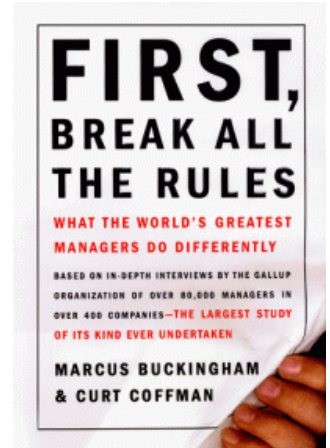
Is there a noticeable benefit or reward from it?

Three circles of the Hedgehog Concept

Some rules that great managers break

Great managers break these rules:

"treat people as you like to be treated";
"people are capable of almost anything"



The authors have culled their observations from more than 80,000 interviews conducted by Gallup during the past 25 years.

Wave-particle duality

An electron is a wave AND a particle

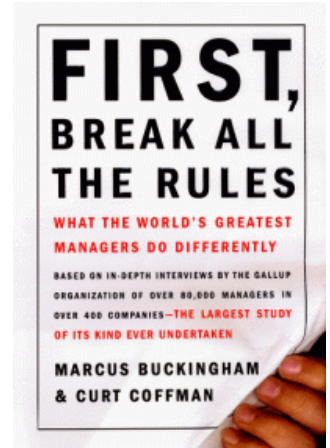
Same-different duality

People are equivalent AND people are different

"Myth of fingerprints" AND Diversity

Everyone is capable of greatness / Everyone can't be great at a particular thing

Some rules that great managers break



A particular job requires a certain collection of:

TALENTS

SKILLS

KNOWLEDGE

A great manager can determine which talents are required and which job applicants have those talents

A successful (and happy) person figures out what their talents are and seeks out careers which utilize them. (But usually there's a lot of luck involved)

Talents, Skills and Knowledge

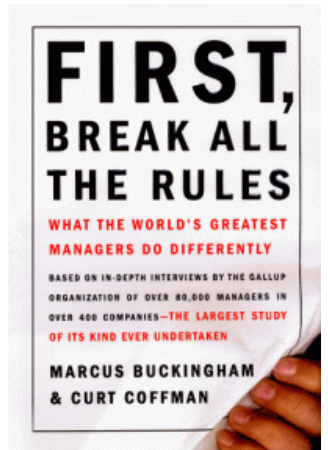
Skills and Knowledge can be taught and acquired.

Talents are the “six lane highways” in our brains

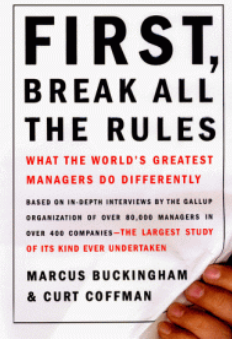
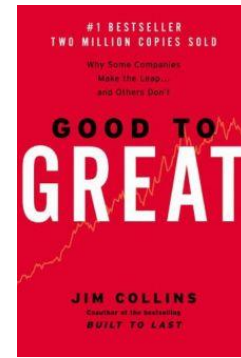
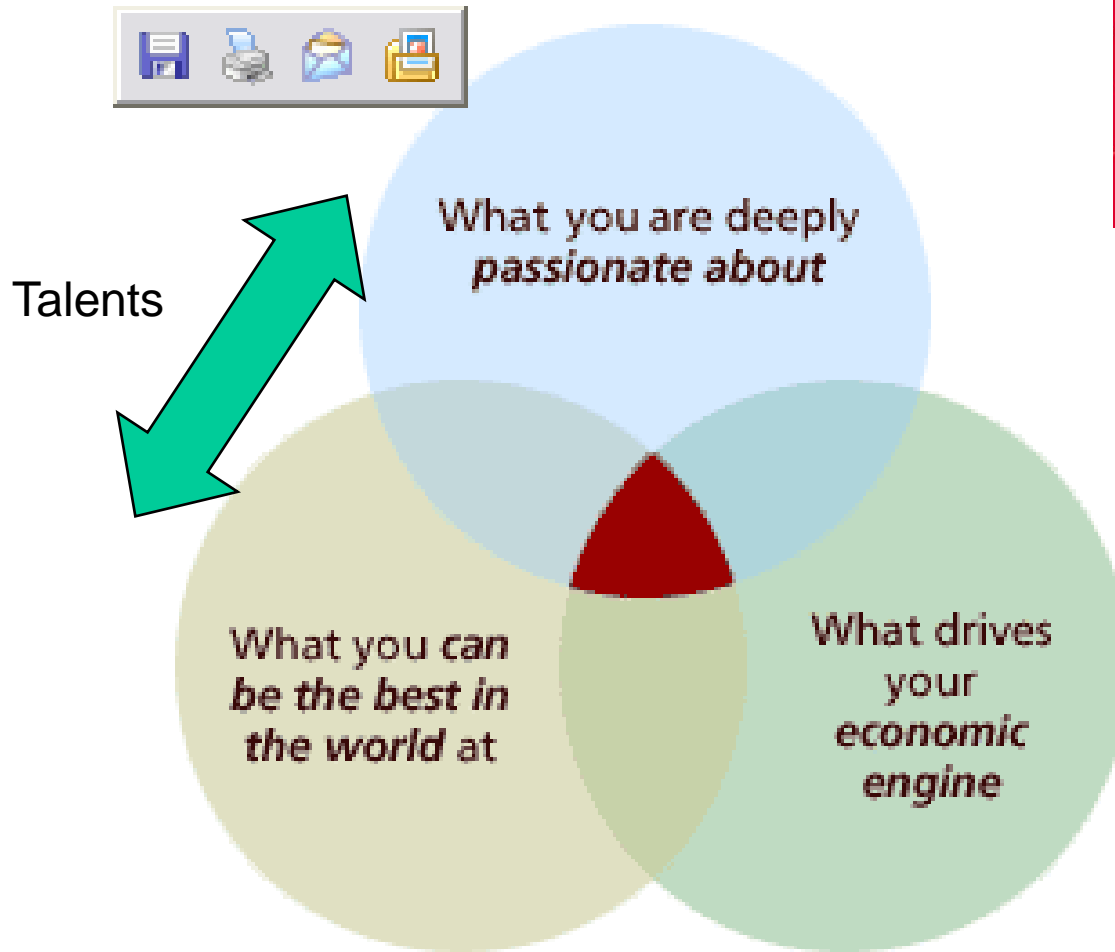
These are pretty much unchangeable in adults

People are happy when they are doing things they are talented in

Knowing your talents is not at all easy
“Sunday Night Blues Test”



The books have common themes



People are the same: the “hedgehog concept” is generally applicable

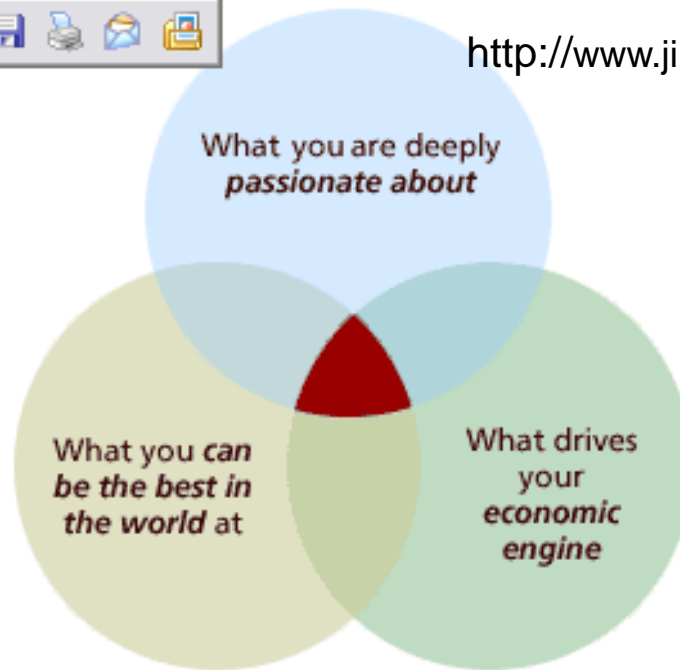
People are different: We all have different talents, different brains

Identifying and using our talents is the key to success and happiness

What is your hedgehog concept?



<http://www.jimcollins.com/lab/hedgehog/p2.html>



My last assignment for you:

Reflect back on this semester and perform the “Sunday Night Blues Test”

Which of your classes were you most excited to attend, or most sad to miss?
Which of your classes did you dread going to?

What was the most fun assignment? The worst?
What other activities did you most look forward to?

*** And most importantly: can you identify innate talents to explain your emotions?
How can you direct your career to more often use these talents?